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DIR-6488

8

29 June 1971

MEMORANDUM

SUBJECT: Black Employment at CIA

1. While many public and private employers have hired increasing numbers of Black employees during the last decade, the proportion of Black employees at CIA has remained constant at about five percent. Moreover, the five percent figure does not reflect average distribution throughout all Agency components. Blacks appear to be concentrated in certain areas (NPIC, Office of Logistics) while other Agency offices have few Black employees even in clerical positions. About 43 percent of CIA's Blacks are employed in grades GS-6 and above, but only seven percent are in grades GS-11 to GS-14. The highest level Black employee is a GS-14.* These figures in themselves are cause for concern.

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* *These figures on Black employment were supplied orally by [redacted] the Deputy Director of Personnel, during a meeting with several of the undersigned. [redacted] willingness to discuss frankly minority hiring problems with us contributed heavily to our understanding of the complexities of the issue and was greatly appreciated.*

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2. It seems clear that this situation is the result of a variety of factors, some of which are not easily overcome even by the most enlightened and imaginative employment policies. Some qualified Blacks appear reluctant to consider careers in this Agency because they can find greater personal opportunities elsewhere and because they view domestic problems as a more challenging area for career involvement. Many educated and well-informed Blacks are interested in domestic careers not simply because "that's where the action is," but also because they are not aware of the variety of jobs available at the CIA for which they might qualify. For Blacks interested in non-professional employment at CIA, the barriers are more practical. Commuting to Langley is considered a problem; the Agency's security and medical requirements constitute an impediment (not necessarily for unjustifiable reasons); and there is virtually no tradition of Black employment at CIA in contrast to some other government agencies, e.g., HEW or the Post Office. All these factors, and the Agency's general image problem, contribute to a degree of de facto discrimination in hiring policy.

3. During the last few years, Agency management has instituted a number of programs designed to overcome some of the problems noted above and thus increase the number of qualified

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Black employees. (The experimental program to hire and train Black secretaries seems particularly noteworthy.) Still, it appears that we are working hard but not getting ahead of the problem. Social and human factors aside, if the Agency does not come to terms with this problem, it is possible that it could be confronted with a whole set of outside political pressures which could limit its ability to perform its essential missions. Thus during the 1970s, as Blacks enter other professions in greater numbers, CIA could conceivably be charged with racism even though we openly subscribe to equal opportunity employment policies. As Blacks and other minority groups gain more power in Congress and other sectors of society, CIA's performance in hiring Blacks could attract public attention. In this event, the racial question would almost certainly be used as a political weapon by those fundamentally opposed to the CIA's activities.

4. While it seems clear that a minority hiring problem exists in CIA, solutions are less obvious. A number of efforts have already been undertaken, but a renewed commitment to the principle of equal opportunity employment would appear to be required. The suggestions presented below are an effort by the

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undersigned to contribute to this renewed commitment. The proposals are necessarily impressionistic, incomplete, and possibly duplicatory because we are not involved in the day-to-day process of personnel management and its attendant problems. We are, moreover, all young, white employees who cannot presume to speak for Blacks (or indeed any other Agency employees) either inside or outside CIA. We hope, however, that these suggestions can be received in the same spirit in which they are offered, as part of a continuing effort to solve the problem of race and employment in CIA:

A. A purposeful and general effort at correcting our image problem is essential, but it should include particular efforts to assuage special Black reservations about Agency employment.

B. Black educators and schools with large Black enrollments should be specially contacted by Agency recruiters, and perhaps other Agency employees, in an intensified effort to gain their support in referring employment applications. Consideration could also be given to having overt Black professional Agency employees travel with regular Agency recruiters.

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C. The DDI coordinator for Academic Affairs should initiate a broad policy aimed at cementing good relations with Black colleges and universities.

D. The Office of Personnel has endeavored to attract Black high school students in the District of Columbia to work at CIA, but the relative lack of success suggests that new programs in these schools and elsewhere are required.

E. Agency officials should be cognizant of the racial problem whenever decisions which might affect our racial balance are made. For example, since NPIC employs a relatively large number of Blacks who apparently can commute there more easily from inner-city neighborhoods, management should make special efforts to keep the Center in the city if the present quarters have to be abandoned.

F. The summer employment program has been limited to the children of Agency employees. Consideration might be given to inexpensive and expeditious ways to clear and process inner-city children of parents who have security clearances and work for other government agencies.

G. Consideration should be given to the inauguration of a shuttlebus service from NPIC or other inner-city locations, an expanded car pool program, or transportation allowances.

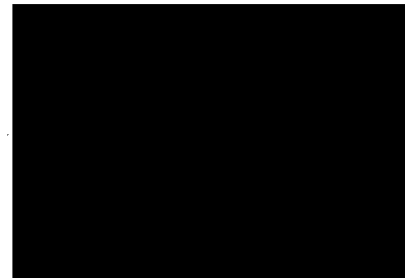
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5. These suggestions are regrettably vague, but their vagueness illustrates not only a lack of understanding by the undersigned of the problems attendant on equal employment at CIA but the general lack of understanding throughout the Agency. This situation combined with the fact that the equal opportunity problem is a complex one with no easy solution suggests that perhaps it is the *process* by which the Agency makes decisions, and seeks solutions, affecting racial balance which needs to be strengthened. The Agency has an Equal Employment Opportunity (EEO) mechanism but it would seem necessary to give this mechanism more manpower or involvement in decisions affecting personnel matters to enable it to function most effectively. At the National Security Agency (NSA), for example, the EEO officer is a high-level member of the Director's staff. He is a full-time equal employment counselor with a staff of his own, and he directs an aggressive, highly visible program. Display cases and bulletin boards advertise EEO procedures; photos of counselors are exhibited; and employees are told how complaints of discrimination can be made without fear of retaliation from supervisors.

6. Our final suggestion is, therefore, that the Agency's EEO mechanism be strengthened and upgraded to function aggressively as the coordinator of programs designed to study and rectify

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racial problems in CIA. At a minimum, the program should strive for much greater visibility and contact with minority group employees who should be assured that their complaints will be confidentially treated and that their suggestions for new programs will be carefully considered. If the solutions to CIA's problem of Black employment are not now readily apparent, it is our hope that through the improvement of the *process* by which the Agency confronts the problem, the requisite minority hiring programs and policies may be devised in the near future. As individuals we would be pleased to work with the EEO officer, or other appropriate Agency officials, to aid implementation of the above suggestions or to devise further approaches to the problem of Black employment at CIA.



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1	Mr. Cunningham		
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5	<i>Copies sent to school & staff chiefs as requested.</i>		
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Remarks: <p>I thought you would be interested in the latest effort of the study group. We look upon this memo as a low key invitation to further dialogue on the issue and do not pretend to know it all.</p> <p>We are also sending copies to our own office or division chiefs, Mr. [REDACTED] the EEO officer, and the MAC. We believed it important to limit circulation because of the sensitivity of the topic. Naturally, we would be delighted to hear your views too.</p> <p style="text-align: center;"><i>Tous</i></p>			
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